



Joint Deployment in CJCS / Combatant Command Exercises

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1. Who we are and what is our interest
2. Training Deficiencies in Previous Operations
 - OSD – ONA strategic deployment / logistics war game study
 - Past operations recurring issues / Problems
 - “Quick Look Focus Team” OEF observations
 - Nothing new
 - *We have a history of continued problems in deployment planning and early execution...*
3. Joint Deployment Training Issues
 - Proposed exercise participation
 - Joint Deployment CCTI
4. Way Ahead *Train as we Fight !!!!!*
 - How you can help

Roles and Responsibilities -- DoD Dir 5158.5

JDPO Organization



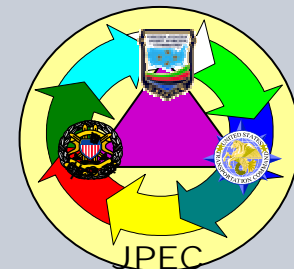
- Lead JPEC collaborative efforts
- Justify lack of resolution of JDPI issues to SecDef
- Ensure deploy / redeploy processes are analyzed
- Promote acquisition of technology solutions
- Include in any JDPI initiative, the training necessary

- Provide guidance to JDPO
- Ensure JDPI support NMS
- Review / approve JDPI affecting operational issues
- Review / forward to SecDef JDPI affecting Department policy

- Identify trans-related JDPI to JDPO
- Provide DTS expertise to assist JDPO
- Assist JDPO thru: functional process improvement, DTS analysis, deployment training
- Provide appropriate support from JICTRANS, JTCC, and JDTC



- Review activities, identify issues
- Advocate changes
- Coordinate / implement approved changes
- Assess feasibility of JDPI

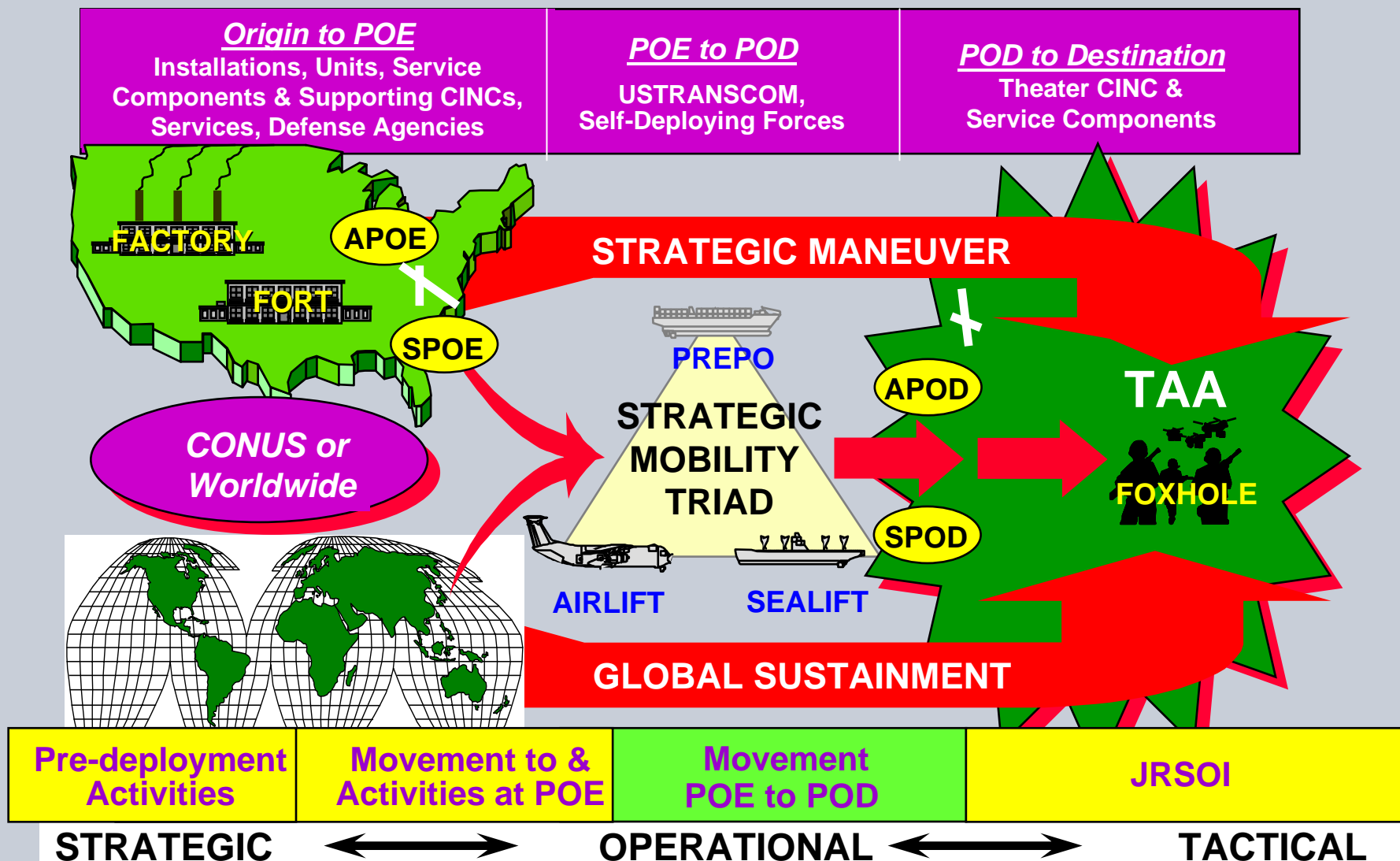


Joint Deployment Process

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Dynamic and iterative with many “stakeholders”

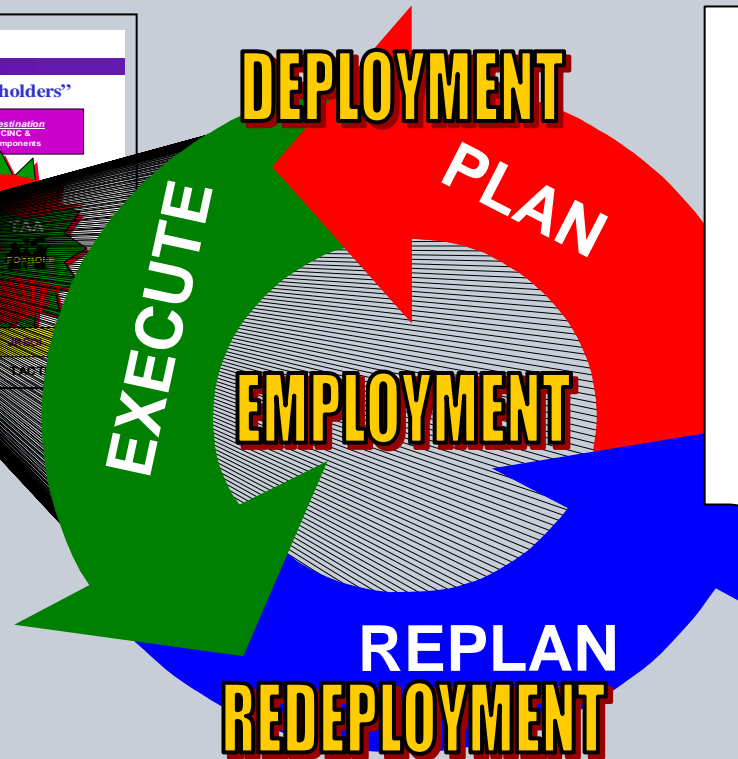
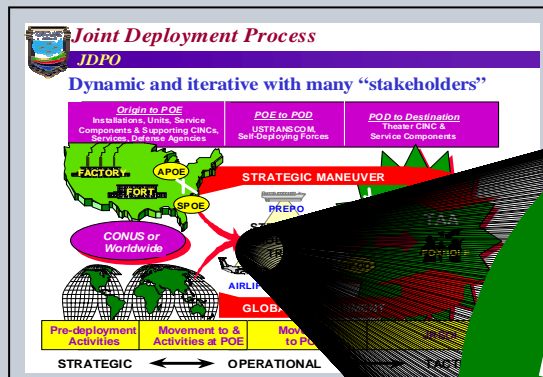


Cycle of Joint Deployment Process Activities

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Joint Force Projection is not a one-time sequence of activities --- it is an iterative cycle of activities conducted until mission completion.



CONTINUOUS STREAM OF:

- COA ASSESSMENTS
- FORCE / SUSTAINMENT ALLOCATIONS
- DEPLOYMENT / TRANS REQUIREMENTS
- INTEGRATION OF FORCES

**MANAGEMENT OF
CHANGE IS THE
CHALLENGE**

CURRENT PROCESS AND ENABLERS DO NOT SUPPORT THE COMBATANT COMMANDER'S NEED FOR RESPONSIVE, TIMELY AND EFFICIENT MANAGEMENT OF CHANGE

JDPO Mission Focus – Functional / Technical Integration

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- **Functional JDPI (process and procedures)**
 - Deployment Planning and Execution
 - Throughput
 - Management of change (responsive METT-T dynamics)
- **Technical JDPI (applications and tools)**
 - AIS / AIT
 - Visibility / Visualization / Simulation
 - Enablers for functional process and procedures

Integration driven by application of existing policies / lessons learned and emerging concepts / experiments ...

- Joint Vision 2020 Implementation Master Plan
- CJCSI 3170.01, “Requirements Generation System”
- Joint Integration and Interoperability (JI&I)
- JDPI Strategic and Implementation plans

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Joint Warfighter Focus - Today and Tomorrow

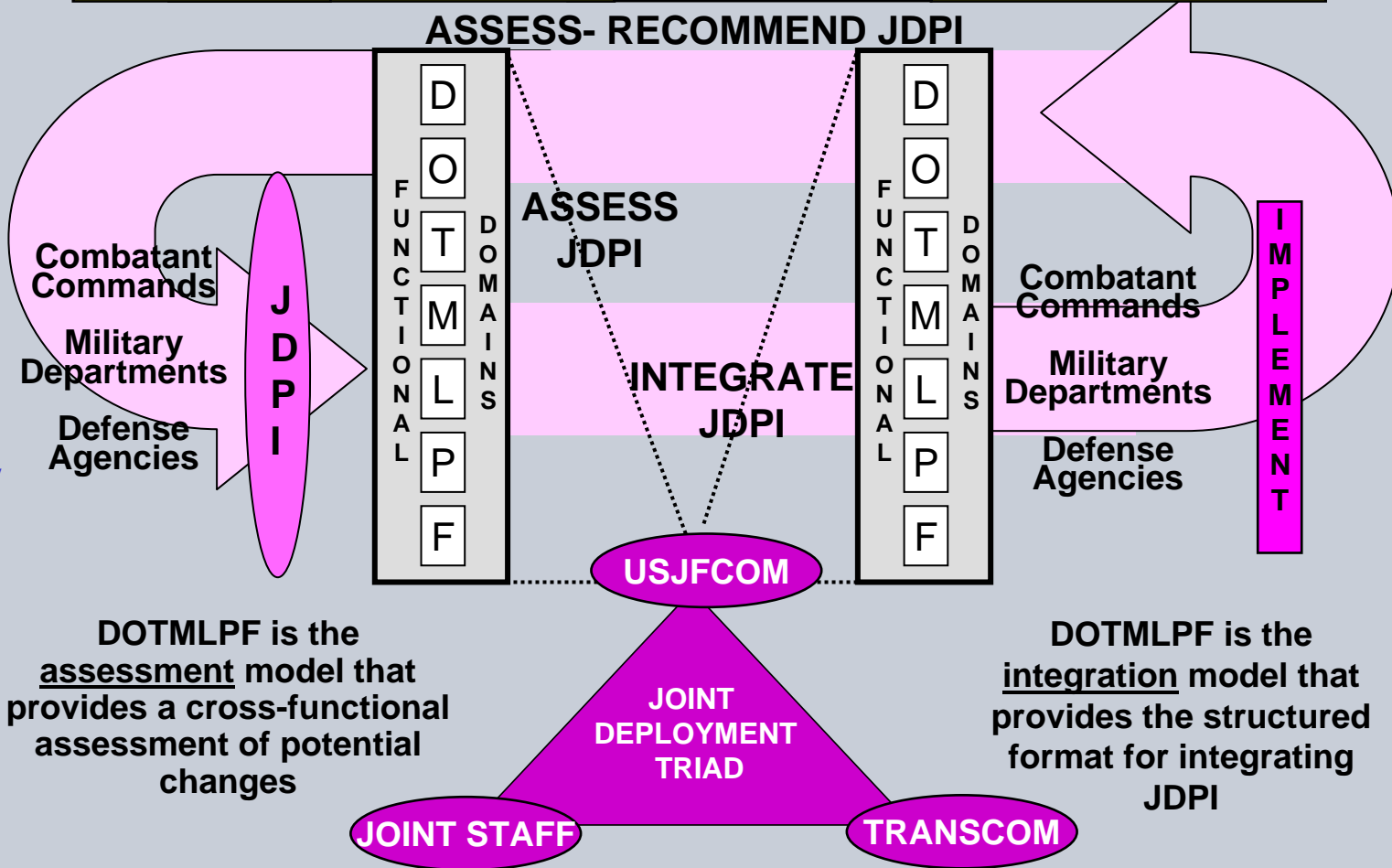
Institutionalize Process Change

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Aligned with
JV 2020 and
Service visions

Enabler for
DOD's
Transformation
Plan
and
complementary
Command
Initiatives



Transform joint deployment through process improvement



Although responsive, the Joint Deployment Process (JDP) is neither timely nor efficient in the identification, sourcing, and movement of a supported Combatant Commander's force requirements during crisis execution.

Result: Less than optimal mission execution

This is a joint interoperability issue... it must be resolved by the Senior Leadership through integrated Service and combatant command actions



“...Strategic deployment and logistics are CENTRAL to the success of power projection operations.”

“Developing training and doctrine to employ, deploy, and sustain mixed vintage forces during a long Transformation period.”

“As we develop new doctrine, we must integrate [deployment] logistics and warfighting. Only through vigorous efforts to enhance deployability and sustainability can the Service truly transform.”



To achieve JV 2020 capabilities, deployment must be treated as an operational imperative – that is, controlled by commanders, enabled by logistic support, and linked to the strategic and operational maneuver of the joint force.

Modernizing and improving the joint deployment process is critical in achieving the challenge of rapid joint force deployment.

Incorporation of joint deployment into the exercise process will capitalize on this process.

TRAIN AS WE FIGHT !!!



- Restore Hope - Somalia
 - *inaccurate source data & multiple uncoordinated changes*
- Joint Endeavor - Bosnia
 - *poor synchronization*
 - *notional data used causing disconnects between units & lift*
- Hurricane Mitch - Honduras
 - *lift assets based on inaccurate & late requirements*
 - *joint & interagency concept planning time excessive*
(execution required prior to transportation integration)
- Desert Thunder - Saudi Arabia / Kuwait
 - *validation process too slow for rapid requirement*
(no validated TPFDD for early flow resulted in no ITV)
- Joint Guardian - Kosovo -
 - *significant delay (4-7 days) in validating TPFDD*

Continued problems in deployment planning and early execution...

“Quick Look Focus Team” OEF Observations

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- **Joint Deployment Process**
 - Early SPECAT planning and lack of adherence to JOPES Orders process precluded execution planning by Supporting Commands
 - Multiple RFFs and DEPORDs complicated the process; excessive coordination times resulted in 20% of movements past LAD when DEPORD published
 - Priorities were not clearly communicated and changed frequently
- **Education and training** --- deficiencies noted at all levels
 - Lack of complete understanding of integrated joint deployment planning and execution from strategic to tactical levels
 - Lack of adherence to JOPES, CAP, and TPFDD processes caused confusion and delays (e.g. JOPES orders process, unrealistic RDD's/LAD's, aggregation of PAX/cargo) -- gave perception the “TPFDD is broke”
- **Infrastructure and systems**
 - Limited SIPRNET bandwidth caused slow responses--delayed CINC / Component updates of critical data

Fundamentally, nothing new...



- ***Training deficiencies noted in the following areas***
 - **TPFDD POC information**
 - **Realistic RDDs and LADs**
 - **Phone calls outside reporting chain (e.g., non-deploying unit calls to TACC for transportation)**
 - **Use of Newsgroups**
 - **Attempts to use TPFDD to communicate combat capability: RSOI process is not visible in the TPFDD**
 - **Adherence to the JOPES orders process**
 - **Refocus on broad force capabilities in RFFs and DEPORDs**
 - **Supported CINCs' JOPES augmentees required JDTC support teams to train and augment**



- ***Recommendations***

- **Develop a training plan to address observed training deficiencies**
- **Support PACOM’s “Dynamic TPFDD” initiative to provide staffs realistic training on real-world deployment dynamics**
- **Make mobile JOPES training teams available to Supported CINC headquarters during early stages of crisis operations**
 - ◆ **Provide on-site, informal training to augmentees**
 - ◆ **Augment Supported CINC staff, as required**
- **Develop a “break the glass” briefing for senior officers to enhance understanding of the deployment process and to manage expectations at the onset of a contingency**
- **Review Capstone program of instruction**



- *Force/Capability vs. Transportation Tracking & Closure*
 - Examine business practices and use of current systems
 - Identify best sources of Force Closure and ITV info (vs. raw Pax/Stons)
 - Develop training requirements on revised use of systems/business practices
- *RFF Message Process*
 - Examine RDD timing issues and general problem areas
 - Develop revised process recommendations (RFF Process Primer?)
- *Disciplined Execution of Current Joint Doctrine*
 - Identify critical practices in current doctrine
 - Develop training requirements
- *Collaboration*
- *Sustainment in the Execution TPFDD*
- *Usability / Understanding of JOPES Systems / Processes*
- *Joint Deployment CCTI*



- **Initial JDPO review of Proposed Combatant Command Exercises Participation**
 - **Internal Look 03 (CENTCOM)**
 - **Positive Force / Turbo Challenge 03 (USTC)**
 - **Agile leader 03 (EUCOM)**
 - **Tandem Thrust 03 (PACOM)**
 - **DP 03 (SOUTHCOM)**
- **This review attempts to exercise the Joint Deployment Process throughout the various Combatant Commands**
- **As Joint Training Experts, what exercises should be targeted or which exercises are we within the exercise planning cycle??**



Strategic Mobility. Training and exercising to explore the JV 2020 concept of focused logistics, the fusion of information, logistics, and transportation technologies to project power with the most capable forces at the decisive time and place is essential. A significant amount of the forces to be deployed in an MTW will come from CONUS-based units. Determination of deployment requirements and joint reception, staging, onward movement, and integration (JRSOI) of those forces and subsequent redeployment should be a key concern of combatant commanders. The desired end state is integrated deployment, staging, employment, and redeployment to support war fighting requirements.



Joint Deployment. Training and exercising to realize the JV 2020 concepts of **dominant maneuver and focused logistics**. The capability to **project and sustain** joint forces in the execution of the National Military Strategy is a national core competency. Future joint operations will require significant amounts of joint forces capability to be **deployed from locations outside of the supported commander's theater of operations**. Requirements determination, operational phasing, and sequencing of joint force requirements and joint reception, staging, onward movement, and integration (JRSOI) of arriving forces and their subsequent redeployment to origin and/or to other operational areas should be a key joint training concern of combatant commanders. **Joint deployment planning and execution is a joint interoperability issue** that must be improved through joint training. The desired end state is a joint force **capable of conducting concurrent, collaborative joint deployment planning and execution** that enables employment, sustainment, and redeployment of required joint force capabilities to meet the JFC's war fighting requirements.



Training Support

TRAIN AS WE FIGHT !!

- Institutionalizing the joint deployment process into CJCS / Combatant Command exercises
- Developing CCTI's for deployment for incorporation in future exercise schedule.
- Include deployment operations early in exercise development and planning within your commands
- Identifying deployment related exercises

Next milestone

- Incorporate joint deployment into exercise planning

A world map with yellow landmasses on a light blue background. The map is centered on the Atlantic Ocean, showing the Americas on the left and Europe, Africa, and Asia on the right.

Questions?

Comments?

Where We Are - Setting Conditions for Change

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- Designated Process Owner -- USJFCOM is JDPO --- BUT inhibited by lack of directive **authority / resources** to coordinate DoD-wide JDPI
- Defining joint deployment process -- Joint deployment operational architecture (strategic-national thru **tactical**) -- **not complete** --- (also need systems / technical architecture)
- Documenting process baseline across DOTLMPF-- currently **coordinating / developing systems interoperability** baseline (e.g., M = JDS CRD)
- Identifying / Addressing “roadblocks” -- technical AND “cultural”... **lack of enterprise interoperability** (e.g. data standardization / “stovepipe” systems)
- Gathering resources – fighting (JDPO/JPEC assets) **resource battle** -- - personnel, funds, & support --- **need \$11.6M over FYDP and 29 personnel**

First phase of a larger campaign...

Actionable / On-Going JDPI Initiatives (OEF)

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<u>Action</u>	<u>Goal</u>	<u>Support Required</u>
1. Document and train <u>collaboration processes</u> for joint deployment	Formalize / expand / train proven value-added deployment collaborative planning procedures utilized during OEF planning.	Issue: Document / implement deployment collaboration procedures Lead Agent: USTC / JDPO – document deployment collaborative procedures Joint Staff J3 / J7 – provide \$\$ to institutionalize / train procedures Combatant Commands – implement / train procedures Services – implement / train procedures
2. Establish interoperable concurrent <u>collaboration tools and procedures</u> (Collaboration Interoperability Working Group - CIWG)	Establish and implement standard common collaborative tools and processes to facilitate joint planning and execution	Issue: ID Tool(s) and link w/ other collaborative constituent requirements Lead Agent: JDPO – tracking joint implementation Joint Staff J6 – provide \$\$ to establish common tools / procedures Combatant Commands – provide \$\$ to implement common tools / procedures Services – implement common tools / procedures
3. Develop a “ <u>Dynamic TPFDD</u> ” capability to provide staffs <u>realistic training</u> on real-world deployment dynamics	Field a tool suite for Combatant Command staffs that enables JFCs to “train as we fight” on “dynamic change management” during TPFDD development / execution	Issue: Develop expanded DT training capability; deploy worldwide Lead Agent: PACOM / USTC – lead DT development Joint Staff J7 – \$\$ for joint training tool; ensure consistent w/ JSIMS (migration plan ?) Combatant Commands – potential IPL / JMRR item; \$\$ for expanded capability
4. Assess combatant command / component SIPRNET access infrastructure	Determine need for increased bandwidth access to JOPES servers during TPFDD development and execution	Issue: Conduct analysis (capabilities / costs / benefits) for increased bandwidth to access JOPES servers Lead Agent: DISA / JS J6 – resource / conduct assessment Joint Staff J3 – incorporate into JOPES 21 plans (formerly J2K) Combatant Commands / Services – provide required input/ participation
5. Lead development of “break the glass” briefing for senior leaders	Provide high-level brief for senior leaders that identifies deployment issues / challenges to help shape expectations during crisis action	Issue: Provide an on the shelf brief to “shape” senior leader expectations during force projection operations Lead Agent: JSJ4 Joint Staff J4 – \$\$ to build / provide brief to appropriate offices Combatant Commands / Services – use brief to promote understanding

Actionable / On-Going JDPI Initiatives (OEF)

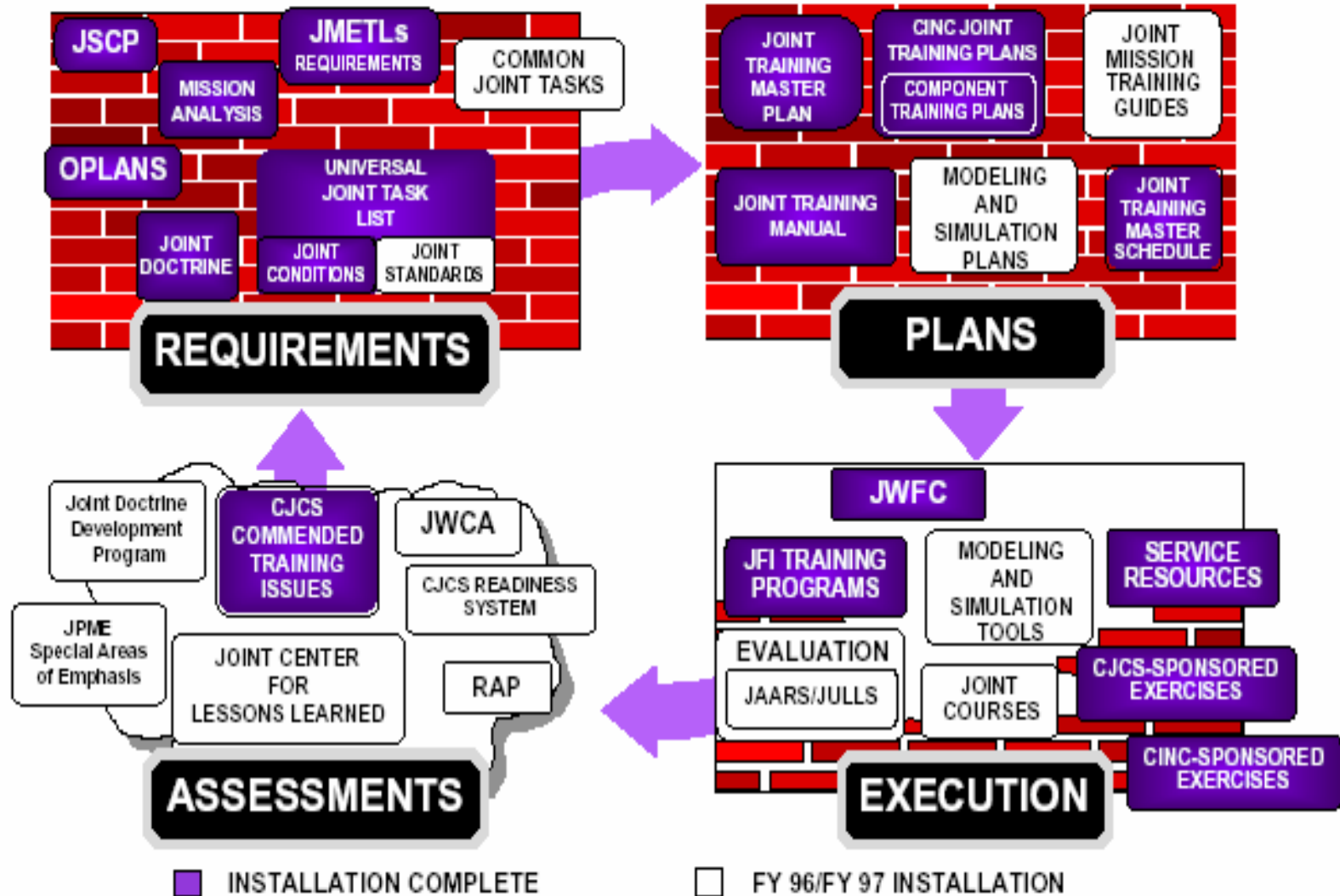
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<u>Action</u>	<u>Goal</u>	<u>Support Required</u>
6. Investigate development of a robust GCCS-T capability which incorporates SPECAT planning	Enable early collaboration between / among "trusted agents" in supported / supporting commands during crisis action	<p>Issue: Conduct analysis (capabilities / costs / benefits) to provide supporting commands access to SPECAT planning</p> <p>Lead Agent: JSJ6 / JSJ4</p> <p>Joint Staff J6 – resource / conduct study; \$\$ to upgrade infrastructure</p> <p>Combatant Commands – upgrade combatant command infrastructure</p>
7. Assess Service SIPRNET access infrastructure (incl Reserve Components)	Enable RFF sourcing coordination between / among force providers	<p>Issue: Conduct analysis (capabilities / costs / benefits) for increased Service SIPRNET access</p> <p>Lead Agent: DISA / Services</p> <p>Joint Staff J3 / J6 – review / incorporate findings in GCCS</p> <p>Services – provide \$\$ / input for study</p>
8. Investigate status of readiness reporting system improvements to reflect a unit's ability to deploy	Determine need / desire / means to incorporate deployment readiness as an element of readiness reporting	<p>Issue: Feasibility / criteria (performance measures) to make joint deployment readiness a reportable item</p> <p>Lead Agent: JDPO</p> <p>Joint Staff J3 – provide \$\$; incorporate in GSORTS / RAS (as appropriate)</p> <p>Combatant Commands – determine viability; identify joint deployment readiness requirements</p> <p>Services – report joint deployment readiness</p>
9. Review CAPSTONE to ensure POI incorporates joint deployment (JWFC / NDU)	Provide senior leaders better understanding of joint deployment process (challenges / constraints)	<p>Issue: Ensure senior leaders receive appropriate JDP training / education</p> <p>Lead Agent: JDPO / JSJ4</p> <p>Joint Staff J7 – provide \$\$; conduct POI review; incorporate relevant topics</p>
10. Incorporate <u>joint deployment training</u> in phase II PME (JFSC)	Provide mid-grade leaders better understanding of joint deployment process (challenges / constraints)	<p>Issue: Ensure mid-level leaders receive appropriate JDP training</p> <p>Lead Agent: USTC JDTC / JSJ4 / JSJ7</p> <p>Joint Staff J7 – provide \$\$; review POI; incorporate relevant topics</p> <p>Combatant Commands – provide input on joint deployment specific training</p> <p>Services – ensure mid-grade leaders receive PME</p>

Joint Training System Key Components

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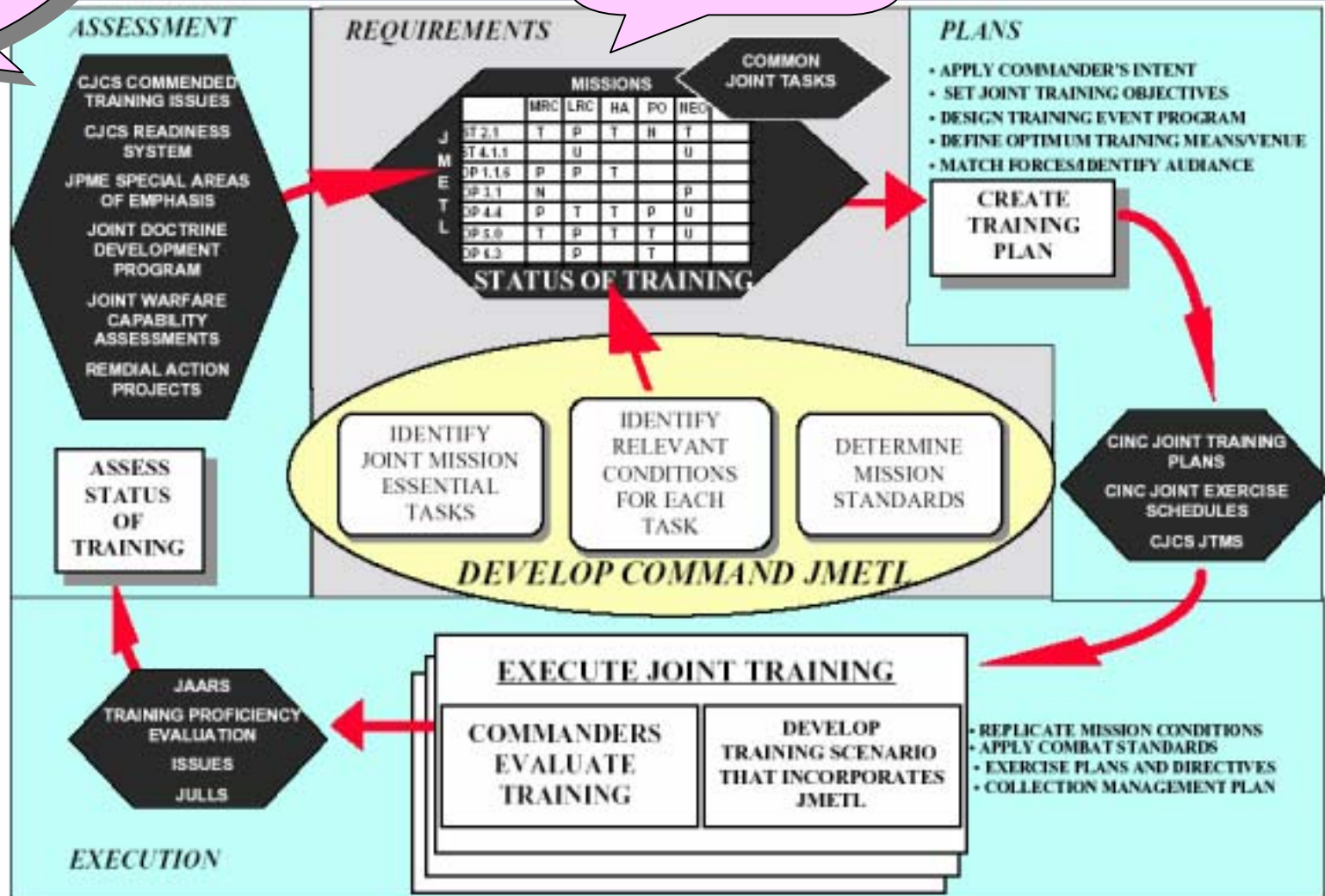
Joint Training System: Process and Products

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OEF

CCTI



Impetus for Change - Operational Imperative

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ARMY - STRATEGIC DOMINANT MANEUVER
USMC - OPERATIONAL MANEUVER FROM THE SEA
NAVY - OPERATIONAL MANEUVER FROM THE SEA
AIR FORCE - AIR EXPEDITIONARY FORCE



Joint Vision
2010

DOMINANT MANEUVER

depends on & incorporates :

PRECISION ENGAGEMENT
INFORMATION SUPERIORITY

enabled by :

FOCUSED LOGISTICS

ARMY - VELOCITY MANAGEMENT
USMC - PRECISION LOGISTICS
NAVY - HIGH YIELD LOGISTICS
AIR FORCE - AGILE LOGISTICS

***JOINT DEPLOYMENT
PROCESS IMPROVEMENT***
***- transforming the key
joint operational process
supporting
JV 2020 capabilities***

***MUST SIGNIFICANTLY IMPROVE CAPABILITY TO
DEPLOY THE JOINT FORCE***

Transportation Closure vs. Force Closure

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FORCE TRACKING IS PART OF FORCE CLOSURE

